The purpose of this survey is to respond to Item 82, Chapter 552 of the 2021 Virginia Acts of Assembly, Special Session I to collect data for a report to examine current construction procurement processes by state agencies and covered institutions needed to incentivize positive business behavior by general contractors that support achieving the Commonwealth's discretionary spend goals for small, women, and minority owned businesses. Additionally, the survey will be used to identify best practices associated with oversight of subcontracts to include reporting requirements for payroll records, contracts and payments to other businesses, including individuals classified as independent contractors.

Please be aware that Virginia's Executive Order 35 is race and gender-neutral. This survey pertains to small, women, and minority (SWaM) owned business utilization.

This survey should take less than 8 minutes to complete.

If you have questions, please email: pwg@dgs.virginia.gov with the words "Contractor and Public Body Survey" in the subject line.

Please be aware that your submission is a public record and will be subject to the provisions of the Freedom of Information Act.

Type of Organization
* 1. What best describes your organization?

nat is the name of your curre	ent organization?
iat is the hame of your curre	int organization:
ease provide your email add	lress
. How many years has your o	organization operated within the Commonwealth of Virginia?
0-5	
6-11	
12-20	
More than 20	
○ N/A	
	ervices do you provide to the Commonwealth?
Technology goods and service	
Non-technology goods and set	rvices
Construction	
Professional Services (Archite	ct, Engineer)

Construction Pro	curement Processes in the Commonwealth
	of Small Business and Supplier Diversity
SWaM: DSBSD certifi	ied small, women, or minority owned businesses
6. Are you curre	ntly a DSBSD certified SWaM business?
Yes	
No	
-	r experience with current construction processes used to improve contractor utilization of es, which of the following can be applied?
Additional pro	ocesses are needed
Change to cu	rrent processes are needed
Current proce	esses are ideal; no change is needed
Current proce	esses need to be reduced
Current proce	esses need to be eliminated
Other (please	e specify)
	sier to do business with local governments that allow self-certification as a SWaM business business with state agencies?
If no, why	
N/A	
V/C	
Select all that ap	
Requirement	of small business subcontracting plans
Required con	tractor compliance reporting of small business subcontracting plans
Set aside pro	grams for small businesses
Reduce pape	rwork
Auto reportino	g portal
Other (please	e specify)

	Threat of enjoinment
	Paperwork / administrative burden
	Payment withheld if you do not follow through
	Other (please specify)
V	What are the biggest challenges your company faces when subcontracting work to SWaM busines
	Do not receive bids from subcontractors
	Lack of performance by subcontractor
	Availability of subcontractors
	Lack of interest from subcontractors
	Other (please specify)
	What proactive steps does your company take to maximize outreach and utilization of certified SWaness participation in subcontracting?
	ness participation in subcontracting?  Trade/Organization Networking
	ness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls
	ness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans
	Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs
	ress participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement
	Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities
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	Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities
	Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities
	Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities
	Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities
	Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities

Design-Build CM at Risk Job Order Contracting Maintenance Other (please specify)  4. What are the current processes your company follows administratively to oversee and support ubcontractors in the following areas: Please provide yes or no and additional information in the comment box eviewing payroll records ubcontractor contracts tith the sub- ubcontractors ayments by ubcontractors to other usinesses ubcontractor payments to dividuals classified as dependent contractors issurance and Bonds raining and mentoring dministrative support for equired submittals  5. Please provide any additional best practices that should be considered in overseeing subcontracts in	Design-Build  CM at Risk  Job Order Contracting  Maintenance  Other (please specify)  4. What are the current processes your company follows administratively to oversee and support ubcontractors in the following areas: Please provide yes or no and additional information in the comment box eviewing payroll records  ubcontractor contracts tith the sub- ubcontractors ayments by ubcontractors to other usinesses  ubcontractor payments to dividuals classified as dependent contractors  usurance and Bonds  raining and mentoring  dministrative support for equired submittals  5. Please provide any additional best practices that should be considered in overseeing subcontracts in		construction contracts does your company engage certified SWaM subcontractors?
CM at Risk Job Order Contracting Maintenance Other (please specify)  4. What are the current processes your company follows administratively to oversee and support subcontractors in the following areas: Please provide yes or no and additional information in the comment box reviewing payroll records subcontractor contracts with the sub- ubcontractors support to the following areas: Please provide yes or no and additional information in the comment box reviewing payroll records subcontractor contracts subcontractors support for a	CM at Risk  Job Order Contracting  Maintenance  Other (please specify)  4. What are the current processes your company follows administratively to oversee and support subcontractors in the following areas: Please provide yes or no and additional information in the comment box service in the sub- subcontractor contracts with the sub- subcontractors to other usinesses subcontractor payments to individuals classified as independent contractors susurance and Bonds raining and mentoring diministrative support for aquired submittals  5. Please provide any additional best practices that should be considered in overseeing subcontracts in	Design-Bid-Build	I
Job Order Contracting  Maintenance  Other (please specify)  L4. What are the current processes your company follows administratively to oversee and support subcontractors in the following areas: Please provide yes or no and additional information in the comment box Reviewing payroll records Subcontractor contracts with the sub- subcontractors to other susinesses  Subcontractor payments to addividuals classified as independent contractors insurance and Bonds Training and mentoring  Administrative support for equired submittals  L5. Please provide any additional best practices that should be considered in overseeing subcontracts in	Job Order Contracting  Maintenance  Other (please specify)  A.4. What are the current processes your company follows administratively to oversee and support subcontractors in the following areas: Please provide yes or no and additional information in the comment box Reviewing payroll records Subcontractor contracts with the sub- subcontractors to other susinesses  Subcontractor payments to addividuals classified as independent contractors insurance and Bonds  Training and mentoring  Administrative support for equired submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	_	
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Other (please specify)  14. What are the current processes your company follows administratively to oversee and support subcontractors in the following areas: Please provide yes or no and additional information in the comment box Reviewing payroll records  Subcontractor contracts with the subsubcontractors  Payments by subcontractors to other outlinesses  Subcontractor payments to individuals classified as independent contractors  Insurance and Bonds  Fraining and mentoring  Administrative support for equired submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	Other (please specify)  14. What are the current processes your company follows administratively to oversee and support subcontractors in the following areas: Please provide yes or no and additional information in the comment box Reviewing payroll records  Subcontractor contracts with the subsubcontractors  Payments by subcontractors to other outlinesses  Subcontractor payments to individuals classified as independent contractors  Insurance and Bonds  Fraining and mentoring  Administrative support for equired submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	Job Order Contr	acting
1.4. What are the current processes your company follows administratively to oversee and support subcontractors in the following areas: Please provide yes or no and additional information in the comment box Reviewing payroll records  Subcontractor contracts with the subsubcontractors  Payments by subcontractors to other pusinesses  Subcontractor payments to individuals classified as independent contractors insurance and Bonds  Training and mentoring  Administrative support for required submittals  1.5. Please provide any additional best practices that should be considered in overseeing subcontracts in	1.4. What are the current processes your company follows administratively to oversee and support subcontractors in the following areas: Please provide yes or no and additional information in the comment box Reviewing payroll records  Subcontractor contracts with the subsubcontractors  Payments by subcontractors to other pusinesses  Subcontractor payments to individuals classified as independent contractors  Insurance and Bonds  Training and mentoring  Administrative support for required submittals  1.5. Please provide any additional best practices that should be considered in overseeing subcontracts in		
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Individuals classified as independent contractors  Insurance and Bonds  Training and mentoring  Administrative support for required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	Individuals classified as Independent contractors Insurance and Bonds Irraining and mentoring Administrative support for required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in		
Insurance and Bonds  Training and mentoring  Administrative support for required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	Insurance and Bonds  Training and mentoring  Administrative support for required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	dividuals classified as	
Training and mentoring  Administrative support for required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	Training and mentoring  Administrative support for required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	dependent contractors	
Administrative support for required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	Administrative support for required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	surance and Bonds	
required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	required submittals  15. Please provide any additional best practices that should be considered in overseeing subcontracts in	aining and mentoring	
15. Please provide any additional best practices that should be considered in overseeing subcontracts in	15. Please provide any additional best practices that should be considered in overseeing subcontracts in		
		quired submittals	
			y additional best practices that should be considered in overseeing subcontracts in

Professional Service	s (A/E) Procurement Processes in the Commonwealth
	mall Business and Supplier Diversity
SWaM: DSBSD certified s	mall, women, or minority owned businesses
16. Are you currently	a DSBSD certified SWaM business?
Yes	
No	
17. Based on your e	xperience with current professional services processes used to improve contractor
utilization of SWaM	ousinesses, which of the following can be applied?
Additional process	ses are needed
Change to current	processes are needed
Current processes	are ideal; no change is needed
Current processes	need to be reduced
Current processes	need to be eliminated
Other (please spe	cify)
18. Do you find it easier	to do business with local governments that allow self-certification as a SWaM
	doing business with state agencies?
f yes, why	
f no, why	
N/A	
•	SWaM professional services procurements are most effective at promoting SWaM
participation? Select	
	nall business subcontracting plans
Required contract	or compliance reporting of small business subcontracting plans
Set aside program	s for small businesses
Reduce paperwork	K.
Automatic reportin	g portal
Other (please spe	cify)
L	

	Threat of enjoinment
F	Paperwork / administrative burden
	Payment withheld if you do not follow through
	Other (please specify)
	What are the biggest challenges your company faces when subcontracting work to DSBSD certified inesses?
	Do not receive proposals from subcontractors
	Lack of performance by subcontractor
	Availability of subcontractors
	Lack of interest from subcontractors
Г	Other (please specify)
	What proactive steps does your company take to maximize outreach and utilization of certified SWa iness participation in subcontracting?
	iness participation in subcontracting?  Trade/Organization Networking
	iness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls
	iness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans
	iness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs
	iness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement
	iness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities
	iness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities
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	iness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities
	iness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities
	iness participation in subcontracting?  Trade/Organization Networking  Vendor Fairs/Townhalls  Requirement of SWaM subcontracting plans  Set aside programs  Website advertisement  Subcontractor education training opportunities

23. In what type of subcontractors?	professional services contracts does your company engage certified SWaM
Oesign-Bid-Build	1
O Design-Build	
CM at Risk	
A/E Term contra	cts
Other (please sp	
24 What are the curre	ent processes your company follows administratively to oversee and support
	following areas: please provide yes or no and additional information in the comment box
Reviewing payroll records	
Payments by	
subcontractors to other businesses	
nsurance and Bonds	
raining and mentoring	

## Goods and Non-Professional Services Procurement Processes in the Commonwealth

DSBSD: Department of	Small Business and Supplier Diversity
SWaM: DSBSD Certified	small, women, and minority owned businesses
	e Commonwealth's current procurement processes need to be changed, enhanced, or improve the utilization of SWaM businesses?
Yes, why	
No, why	
27. Are you curren	tly a DSBSD certified SWaM business?
Yes	
○ No	
28. Does your com	pany utilize SWaM businesses in subcontracting?
Yes	
○ No	
-	est challenges that your company faces when subcontracting work to SWaM
businesses?	
	experience with current procurement processes used to improve utilization of SWaM of the following can be applied?
Additional proces	sses are needed
Change to curre	nt processes are needed
Current processe	es are ideal; no change is needed
Current processe	es need to be reduced
Current processo	es need to be eliminated

31.	. What aspects	of procurements are most effective at promoting SWaM participation? Select all that apply
	Requirement of	f small business subcontracting plans
	Required contra	actor compliance reporting of small business subcontracting plans
Γ	Set aside progr	ams for small businesses
Г	Other (please s	pecify)
	_	
20 D.		
32. Pr	ovide an examp	ple of a successful SWaM subcontract and the best practices that led to success.
		rent processes your company follows to oversee subcontracts in the following areas:
		and additional information in the comment box
Review	ing payroll records	
	ntractor contracts	
with the subcon	e sub- itractors	
Payme	nts by	
subcon	tractors to other	
	sses they are stracted with	
Subcor	ntractor payments to	0
individu	uals classified as	
naeper	ndent contractors	
34. Pl	ease identify be	est practices in overseeing subcontractors as they execute their subcontracted work.

## Public Bodies SWaM Utilization and Subcontracting Oversight

DSBSD: Department of Small Business and Supplier Diversity

SWaM: DSBSD certified small, women, and minority owned businesses

\*If you do not have SWaM goals, please enter "N/A"

35. Tell us about yourself
Local Govt - Follows the VPPA
Local Govt - Adopted Ordinances for Procurement
Local - Independent Authority
State - Subject to the VPPA
State - Subject to the Higher Education Rules Governing Procurement
State - Independent Authority
36. What is the name of your organization?
37. Please provide your email address
38. What is your annual small business goal for discretionary spend for construction procurements? Please
enter the percentage in a number format
39. Have you been successful in achieving your annual small business goals for construction procurements?
If yes, why
If No, why
40. What is your annual women-owned business goal for discretionary spend for construction procurements?
Please enter the percentage

41. Have you been procurements?	n successful in achieving your annual women-owned business goals for construction
If yes, why	
If No, why	
42. What is your a	annual minority-owned business goal for discretionary spend for construction procurements?  Dercentage
43. Have you been procurements?	n successful in achieving your annual minority-owned business goals for construction
If yes, why	
If No, why	
construction pr	s / Townhalls  nt of small business subcontracting plans  rograms  ff efforts  education
45. Based on y	our experience with contractor oversight of subcontracts, what improvements could be made?
Reporting re	equirements for payroll records
	ersight of contracts and payments to other businesses, including individuals classified as independent contractors
Reduce par	
	eporting portal
Other (plea	se specily)